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The Director of Central Intelligence

Washington, D.C. 20505

9 October 1985

MEMORANDUM FOR: Director, Intelligence Community Staff
Assistant Secretary of Defense for Command, Control,
Communications and Intelligence
Director, Defense Intelligence Agency
Director, National Security Agency/Chief, Central
Security Service
Under Secretary of the Air Force
Director, Bureau of Intelligence and Research,
Department of State
Director of Naval Intelligence, Department
of the Navy
Assistant Chief of Staff for Intelligence,
Department of the Air Force
Assistant Chief of Staff for Intelligence,
Department of the Army
Director of Intelligence, U.S. Marine Corps
Assistant Director, Intelligence Division,
Federal Bureau of Investigation
Executive Director, Central Intelligence Agency
Special Assistant to the Secretary (National Security)
Department of the Treasury
Deputy Assistant Secretary for Intelligence,
Department of Energy

SUBJECT: DCI Strategic Planning Study

1. Attached for your review is a draft Terms of Reference to produce a Community Strategic Planning Study covering the period up to 1995. The proposed study is intended to articulate the most important intelligence challenges that will face the Community in that period and to identify the capabilities that must be developed to respond to the challenges. This examination will lead to a statement of the significant Community goals and objectives necessary to guide resource planning well into the 1990s. I believe the timing for such a study is right, given the resource environment projected over the coming years and the accompanying need to be certain our programs are shaped to the most important problems. (S)

2. What is needed is a comprehensive study--using work that has been accomplished within individual collection disciplines--which will address all aspects of the intelligence process and provide us with the necessary emphasis and direction to move into the 1990s. For example, much useful work has been done in the area of signals intelligence, as evidenced by the recently

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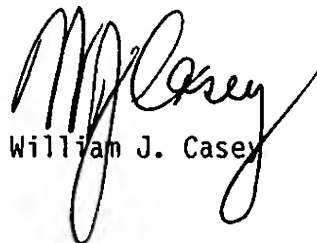
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SUBJECT: DCI Strategic Planning Study

completed Phase II of the Future SIGINT Capabilities Study; that kind of work must now be placed within a Community framework. (S)

3. I have asked John McMahon to lead a limited membership Policy Review Group to oversee the preparation of the study. However, the full cooperation of principal Community members will be necessary if the effort is to succeed. You should also give some thought to how your organization can best participate in this effort. To ensure that the concerns of Community members are considered and that the study is sharply focused, I should appreciate receiving your comments on the attached Terms of Reference. I have asked [redacted] to coordinate the study and request that you send your suggestions directly to him. He should receive them no later than 15 October 1985. (C)

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William J. Casey

Attachment:

Terms of Reference [redacted]

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cc: Deputy Director of Central Intelligence
Chairman, National Intelligence Council
Chairman, Intelligence Producers Council

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SUBJECT: DCI Strategic Planning Study

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- Copy 1 - DDCI (Mr. John McMahon)
2 - C/NIC (Mr. Robert Gates)
3 - C/IPC (Mr. Richard Kerr)
4 - DCI (Mr. William J. Casey)
5 - D/ICS [redacted]
6 - ASD(C3I) (Mr. Donald Latham)
7 - D/DIA (MajGen Leonard Perroots, USAF)
8 - DIRNSA (LTG William E. Odom, USA)
9 - Under Secretary of the Air Force (Mr. Edward C. Aldridge) (S/TK)
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16 - ExDir/CIA [redacted]
17 - Special Asst to Secretary, Dept of Treasury (Mr. Douglas Mulholland)
18 - Dep Asst Sec for Intelligence, Dept of Energy (Mr. Charles Boykin)
19 - D/PPS [redacted]
20 - DD/PPS/Planning [redacted]
21 - PPS Chrono
22 - PPS Subject [redacted]
23 - ICS Registry

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DCI/ICS/PPS [redacted] (30 September 1985)

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DCI/ICS 85-6419/1

2 October 1985

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM:
Director, Intelligence Community Staff

SUBJECT: Strategic Planning Study

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1. Action Requested. That you sign the attached memo to Community principals, advising them of our intention to prepare a Community Strategic Planning Study and asking them to comment on a draft Terms of Reference. (U)

2. Background. The proposed Strategic Planning Study would cover the time period up to 1995. It would build on the 1985 Capabilities Study (last revisited in 1983), and would lead to an updated statement of DCI Goals and Objectives. It would encompass all collection disciplines and intelligence functions, but would focus on the principal intelligence challenges forecast for the time period. We would expect to devise a list of 12-15 such challenges and identify the capabilities required to respond to them. The study would draw on substantial recent work done for SIGINT and Imagery, and would provide an interdisciplinary structure for integrating such efforts. (S)

3. A policy group chaired by the DDCI would oversee the study. Steering of the day-to-day effort would be carried out through an existing Planning Working Group chaired by the Director, Planning and Policy Staff/ICS. A staff working group drawn from the Community would do most of the actual preparation. The study would begin in November 1985 and end in spring 1986. (U)

4. I have discussed this proposal with the DDCI and believe that the timing is right, especially given the resource environment projected over the next few years and the recent Congressional interest aimed at the elaboration of an intelligence strategy for the future. This kind of forward-looking

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SUBJECT: Strategic Planning Study

study would be a critical step in the evolution of any such strategy. It has merit outside that context as well, as it would constitute a useful framework for the development of the NFIP. (S)

5. Recommendation. That you sign the attached memo. (U)



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Attachments:

- A. Memo to Program Managers (DCI/ICS 85-6419)
- B. Terms of Reference 

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SUBJECT: Strategic Planning Study

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- Orig - Addressee (w/cy 4 of atts)
- 2 - DDCI (w/cy 1 of atts)
- 3 - D/ICS (w/cy 5 of atts)
- 4 - D/PPS (w/cy 19 of atts)
- 5 - DD/PPS/Planning (w/cy 20 of atts)
- 6 - PPS Chrono (w/cy 21 of atts)
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DCI/ICS/PPS [REDACTED] (30 September 1985)

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